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16 MAY 1960

MEMORANDUM FOR: Chief, Audit Staff
Chief, Management Staff
Chief, Medical Staff
Comptroller
General Counsel
Director of Communications
Director of Logistics
Director of Security
Director of Training

SUBJECT : Review of One-Grade Promotion Policy

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1. Notice [REDACTED] dated 15 May 1959, put into effect the policy determination of the CIA Career Council to limit promotions to one grade advancements. The major effect of this policy is to require the use of GS grades 6, 8 and 10 in the upward progression from grades 5, 7 and 9 even though the positions involved are properly classified at the next higher grades of 7, 9 and 11.

2. This policy was adopted on an experimental basis and is soon to be reviewed to decide upon its continuation, modification or cancellation.

3. The Deputy Director (Support) has requested the addressees to consider this matter with specific reference to their own experience and observations and be prepared to give their views at his Staff Meeting on 18 May 1960. To assist in your orientation to the problem, subsequent paragraphs paraphrase various points, pro and con, that were presented in Career Council discussions. In addition, pertinent statistics concerning actual promotion actions in the grades concerned, during the period 1 June 1959 through 30 April 1960, are presented in Attachment A.

(a) The underlying objective of the one-grade progression policy was to increase the number of promotions that could be made in the general area of grades 5 through 11 to offset an increasing loss of promotional opportunity due to the fact that the Agency is no longer expanding and has a low attrition rate. It was believed that the use of grades 6, 8 and 10 would permit more people to be promoted with shorter time in grade than would otherwise be the case during a period of stability and maturity.

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(b) Arguments against the policy included:

- (1) In our orderly competitive system of selection for promotion there will necessarily be a great increase in paper work and managerial attention. At the same time there will be a tendency to be less discriminating and thoughtful in carrying out the promotion function.
- (2) It will be difficult to make meaningful distinctions between the performance of individuals competing for advancement into grades 6, 7 and 10, and the significance of promotions as opposed to periodic step increases will be lost.
- (3) Since other agencies do not use grades 6, 8 and 10 in most professional fields of work, CIA will be at a psychological disadvantage in recruitment.
- (4) The morale of CIA employees in grades 6, 8 and 10 (when their actual positions are classified at 7, 9 and 11) will be adversely affected because of their "odd ball" grades.
- (5) The use of more grades with less significant classification and dollar spread is contrary to much current thought regarding compensation plans. Current thought tends to favor fewer grades of greater classification and dollar spread.

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Acting Director of Personnel

Attachment:
Promotion Figures

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